

One Team Approach — Building the Best-of-Industry Team

Thomas W. Phillips

The Future Combat Systems (FCS) program is the new way of doing business and is changing the way government and industry work together. Two guiding principles that emphasize industry involvement in the Army's FCS program are communicated in the *Key Tenets of the Program*. Two of these tenets are used to guide the FCS program in building the "best-of-industry" (BOI) team.

The Stryker is an excellent example of a manned ground vehicle that was restructured under the FCS program to spiral critical technology to the Current Force years sooner. Here, a Soldier from Company B, 2nd Squadron, 14th Cavalry Regiment, patrols the streets of Sinjar, Iraq, in his Stryker April 27, 2005. (U.S. Army photo by SPC Jory C. Randall, 55th Signal Company (Combat Camera).)

The Boeing Co. and Science Applications International Corp. (SAIC) are teamed to perform the FCS Lead Systems Integrator (LSI) role. The LSI and Army Program Manager Unit of Action (PM UA), collaborated early on as to how to provide opportunities for industry to participate in the FCS program. In early 2002, the FCS Web site was created to communicate bid opportunities to industry.

The LSI and Army conducted nine "Industry Day" events across the

United States with more than 1,100 participants. Additional media advertisements in *Fed Biz Opps*, major defense trade publications, radio stations and classified advertisements in the *Defense News*, invited industry to apply to be a Tier 1 supplier.

The results of these efforts — combined with the completion of supplier pre-qualification reviews using questionnaires submitted by suppliers through the FCS Web site — were used to develop bidders lists of

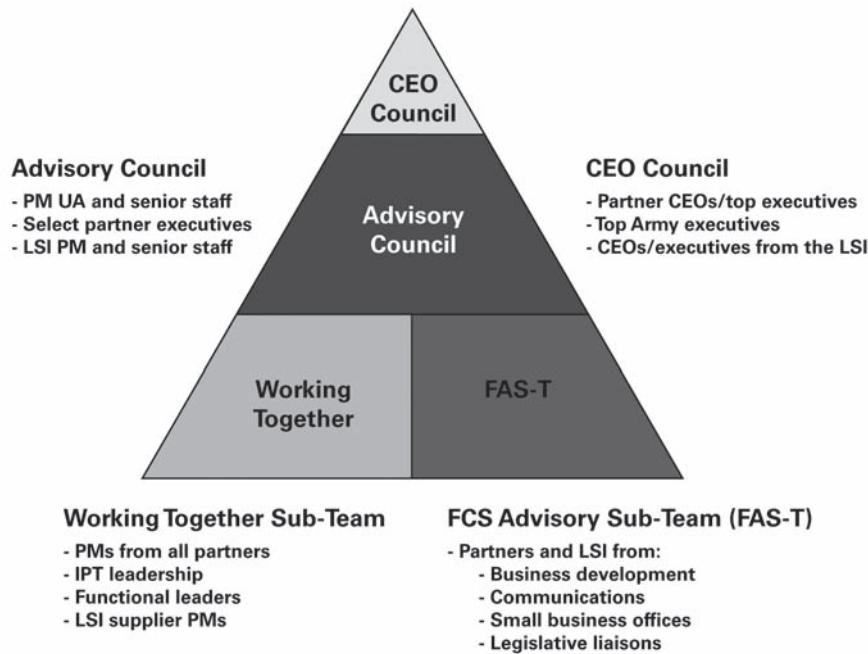
approximately 350 companies for all 23 major critical Requests for Proposal (RFP). The process included two rounds of draft specification and reviews with industry in developing the final RFP. A total of 1,600 RFPs were released to industry.

An FCS program Source Selection Plan (SSP) was then written and approved in collaboration with the Army to fairly evaluate supplier proposals. This plan included implementation of a program directive establishing strict firewall procedures, additional safeguards to protect proprietary and sensitive information and other measures designed to maintain the competitive process's integrity. The FCS program also established a resident ethics/conflict-of-interest (COI) office to address ethics/COI issues, questions and concerns. The SSP fully defined the source selection organization that comprised the LSI, Army and government technical review teams and an independent Source Selection Review Board. Army Acquisition Executive Claude M. Bolton Jr. was responsible for approving the program SSP, reviewing the source selection process and concurring with source selection decisions.

Source selection was conducted in a single building in a secure environment. Source Selection Evaluation Team (SSET) membership — approximately 650 people — consisted of both LSI and government personnel. More than 30 government organizations were involved in the source selection effort. Each SSET had an LSI chair and government co-chair. In cases where Boeing or SAIC submitted a proposal, the chair and co-chair roles of that particular SSET were reversed so that the government took on the leadership role as chair. In full compliance with the SSP source selection, the supplier award decisions were announced in



Spiraled technology, including Armor Survivability Kits, cooling systems and more powerful engines and drive trains, are directly benefiting Soldiers on the front lines. Here, a 1st Battalion, 325th Airborne Infantry Regiment paratrooper with the 82nd Airborne Division provides security from his Humvee for Afghan National Army Soldiers questioning a detainee near Dila, Afghanistan, Aug. 9, 2005. (U.S. Army photo by PFC Mike Pryor.)



The Advisory Council and One Team Approach

three rounds: July 7, Aug. 8 and Aug. 28, 2003.

During post-award supplier briefings and debriefings, numerous government and industry representatives and leaders were impressed with the integrity of the FCS source selection's fair and comprehensive process. An industry representative not selected for subcontract award stated at the closing of their debriefing that they would gladly participate in future RFPs on the FCS program because they felt they were treated fairly and honestly. This process was again validated by the lack of any source selection supplier protests. Other independent reviews by the Government Accountability Office and the Institute for Defense Analysis supported the LSI approach to building the BOI team.

The FCS "One Team" Approach

The One Team Council (OTC) kickoff meeting brought together FCS Army and LSI leadership, as well as Boeing's and SAIC's chief executive officers (CEOs). The meeting brought

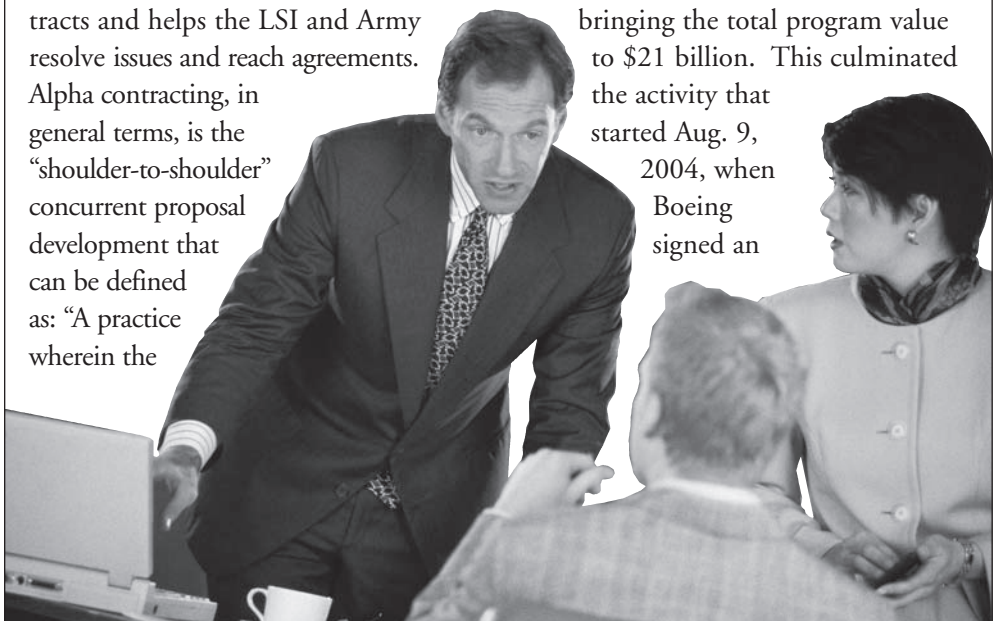
together the BOI team responsible for executing the FCS mission. Before the next OTC meeting was held, everyone on the team signed the "One Team Commitment."

The FCS One Team comprises partners awarded the major critical competitive procurements and two directed suppliers (General Dynamics and BAE Systems) who produce the eight manned ground vehicle (MGV) variants. An Alpha contracting process is used to definitize the MGV subcontracts and helps the LSI and Army resolve issues and reach agreements. Alpha contracting, in general terms, is the "shoulder-to-shoulder" concurrent proposal development that can be defined as: "A practice wherein the

LSI and government team meets with the corresponding subcontractor team, prior to negotiations, to consider where cost differences and technical misunderstandings exist. *Together*, they work to resolve their differences and misunderstandings to the maximum extent possible."

The Alpha contracting process has been essential to executing the FCS program's restructure to ensure critical technologies are brought to the Current Force years sooner. The Alpha contracting process for this restructure used representatives from 9 Army program executive offices and 23 industry One Team Partners (OTPs), all working together to synchronize plans, streamline contract definitization and optimize the integrated program plan for the Army. The challenging objective was to interact prior to negotiations, select the necessary modifications and then concurrently develop proposals and resolve technical schedule and cost differences prior to all proposal submissions.

On March 7, 2005, this challenge became a reality when the Army and Boeing signed a \$6.1 billion modification to the existing FCS System Development and Demonstration contract, bringing the total program value to \$21 billion. This culminated the activity that started Aug. 9, 2004, when Boeing signed an



agreement with the Army to accelerate the FCS program to bring needed technologies to the Current Force years sooner than originally planned. The LSI challenge to engage the existing 23 Tier 1 OTPs on the program to assist in definitizing this change at the program and subcontract levels was achieved using the Alpha contracting process.

The OTC


The FCS One Team integrates the Army, LSI and industry partners to execute to the same plan. The integrated industry team ensures collaboration of resources to efficiently allocate people and financial and technological resources to achieve program objectives. The One Team uses program management best practices and works to mitigate top-level program risks, share information and take collective corrective action.

The FCS program has established and structured the OTC to integrate industry partners at various program leadership levels.

The OTC meets quarterly to fulfill its charter, with seven sessions held to date. The Advisory Council (see figure on Page 9) leads the One Team activity by determining goals, objectives and priorities. The "Working Together" and "FCS Advocacy" sub-teams meet twice a

month between quarterly meetings to carry out their responsibilities to develop integrated strategies, approaches and processes that will fully integrate all One Team members. The Working Together sub-team develops the One Team culture, adopts a standard set of operating norms and measures One Team maturity progress. The FCS

Collectively, the One Team operates in an open environment where information and data are shared, problems are identified and issues are resolved through teamwork.



The Alpha contracting process has helped the FCS program restructure to ensure critical technologies are brought to the Current Force years sooner.

Advocacy sub-team coordinates legislative liaison activities, small business involvement and external communications. Both sub-teams implement actions of the overall council and report progress at the quarterly council meetings.

Today the LSI and the OTPs continue to use the processes and tools to communicate opportunities with industry. Both the OTPs and the LSI use the FCS Web site to announce future business opportunities and conduct industry days to brief suppliers on upcoming major bid opportunities. Most recently, the LSI selected sources for the Class II and III unmanned aerial vehicle procurements that followed the same bid op-

portunity and source selection process used for the initial 23 major critical procurements.

FCS industry partners have become integrated at multiple levels and are an integral part of the FCS program's battle rhythm. They are invited to attend all programmatic meetings and

are full-time members of the integrated product teams (IPTs) and subcontract management teams. They routinely report performance in a monthly partner program managers meeting and conduct monthly program management reviews with their IPTs. This assists the LSI in oversight of technical and horizontal integration across IPTs and between industry partners. Collectively, the One Team operates in an open environment where information and data are shared, problems are identified and issues are resolved through teamwork. Partner involvement is at an unprecedented level on the FCS program, and the integrated FCS One Team is stronger and uniquely committed in executing the FCS mission — to equip our Joint warfighters with the world's best capability. The FCS program is a new way of doing business and is changing the way government and industry work together, successfully.

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